

**Entrusted Operating Officers at the FAST RETAILING Group**

Please see below the current list of entrusted operating officers for the FAST RETAILING group as of November 1, 2011.

**Entrusted operating officer appointments across the FAST RETAILING group (as of November 1, 2011)**

Name	Position	Company
Tadashi Yanai	Chairman, President & CEO	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Naoki Otoma	Group Executive Vice President	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Nobuo Domae	Group Executive Vice President	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Shuichi Nakajima	Group Executive Vice President	UNIQLO CO., LTD.
Pan Ning	Group Executive Vice President	FAST RETAILING (CHINA) TRADING CO., LTD. UNIQLO HONG KONG, LIMITED
Jun Yokohama	Group Executive Vice President	FAST RETAILING CO., LTD. FAST RETAILING FRANCE S.A.S.
Andrew Rosen	Group Senior Vice President	Theory LLC LINK THEORY JAPAN CO., LTD.
Tetsuro Nakashima	Group Senior Vice President	UNIQLO CO., LTD.
Takahiro Wakabayashi	Group Senior Vice President	FAST RETAILING CO., LTD.
Elisabeth Cunin	Group Senior Vice President	Créations Nelson S.A.S.[CDC] PETIT VEHICULE S.A.S.[PTT]
Lynda Tyler	Group Senior Vice President	FAST RETAILING FRANCE S.A.S.
Yukihiro Katsuta	Group Senior Vice President	UNIQLO CO., LTD.
Osamu Yunoki	Group Senior Vice President	G.U. CO., LTD.
Yasunobu Kyogoku	Group Senior Vice President	FAST RETAILING USA, Inc.
Shigeto Kadowaki	Group Senior Vice President	FAST RETAILING CO., LTD.
Makoto Hata	Group Senior Vice President	LINK THEORY JAPAN CO., LTD.
Yoram Arieven	Group Senior Vice President	FAST RETAILING USA, Inc.
Takao Kuwahara	Group Senior Vice President	UNIQLO FRANCE S.A.S. UNIQLO (U.K.) LTD. LLC UNIQLO (RUS)
Yoshihiro Kunii	Group Senior Vice President	UNIQLO CO., LTD.
Shin Odake	Group Senior Vice President	FAST RETAILING USA, Inc.
Satoshi Hatase	Group Senior Vice President	FRL Korea CO., LTD.
Shoichi Miyasaka	Group Senior Vice President	FAST RETAILING CO., LTD.
Takeshi Okazaki	Group Senior Vice President	FAST RETAILING CO., LTD.
Yukihiro Nitta	Group Senior Vice President	FAST RETAILING CO., LTD. UNIQLO Social Business Bangladesh Ltd.
Hiroshi Nagai	Group Senior Vice President	UNIQLO CO., LTD.
Ivo Vliegen	Group Senior Vice President	FAST RETAILING FRANCE S.A.S.

## REFERENCE MATERIALS

### Top personnel at major FAST RETAILING group companies

#### **【Board of Directors and Statutory Auditors of FAST RETAILING CO., LTD.】** (as of November 1, 2011)

	Name	Position
Board of Directors	Tadashi Yanai	Chairman, President & CEO
	Toru Hambayashi	
	Nobumichi Hattori	
	Toru Murayama	
	Masaaki Shintaku	
Statutory Auditors' Board	Akira Tanaka	
	Takaharu Yasumoto	
	Norihiko Shimizu	
	Akira Watanabe	

Note: Mr. Hambayashi, Mr. Hattori, Mr. Murayama, and Mr. Shintaku are external directors as stipulated under Article 2, Section 15 of Japanese company law. Furthermore, Messrs Yasumoto, Shimizu, and Watanabe have been appointed external auditors as stipulated under Article 2, Section 16 of the Japanese corporate law.

#### **【Board of Directors and Statutory Auditors of UNIQLO CO., LTD.】** (as of November 1, 2011)

	Name	Position
Board of Directors	Tadashi Yanai	Chairman, President & CEO
	Naoki Otoma	
	Nobuo Domae	
	Shuichi Nakajima	
Statutory Auditors' Board	Toshiharu Ura	
	Kiyomi Iwamura	
	Takaharu Yasumoto	
	Norihiko Shimizu	

Note: Mr. Yasumoto and Mr. Shimizu have been appointed external auditors as stipulated under Article 2, Section 16 of the Japanese corporate law.

**【Affiliated Company】** (as of November 1, 2011)

Company name	Top Executive	Position
FAST RETAILING (CHINA) TRADING CO., LTD.	Pan Ning	CEO
	Takeshi Kosaka	COO
UNIQLO HONG KONG, LIMITED	Pan Ning	CEO
FRL Korea CO., LTD.	Ahn Sung-Soo	Co-CEO
	Satoshi Hatase	Co-CEO
UNIQLO (SINGAPORE) PTE. LTD.	Albert Chew	Co-CEO
	Satoshi Onoguchi	Co-CEO
UNIQLO (MALAYSIA) SDN. BHD.	Satoshi Onoguchi	CEO
UNIQLO TAIWAN LTD.	Takeshi Kosaka	CEO
UNIQLO Social Business Bangladesh Ltd.	Yukihiro Nitta	CEO
	Tadahiro Yamaguchi	COO
UNIQLO(THAILAND)CO.,LTD.	Takahiro Nishimura	COO
UNIQLO (U.K.) LTD.	Takao Kuwahara	CEO
	Hidenobu Sanada	COO
UNIQLO FRANCE S.A.S.	Takao Kuwahara	CEO
	Hidenobu Sanada	COO
LLC UNIQLO (RUS)	Takao Kuwahara	CEO
	Taku Morikawa	COO
FAST RETAILING USA, Inc. [UNIQLO USA]	Shin Odake	UNIQLO USA CEO
	Yasunobu Kyogoku	UNIQLO USA COO
Theory LLC	Kazumi Yanai	Global Chairman
	Andrew Rosen	Global CEO
LINK THEORY JAPAN CO., LTD.	Kazumi Yanai	Chairman
	Makoto Hata	CEO
Créations Nelson S.A.S.[CDC]	Elisabeth Cunin	CEO
PETIT VEHICULE S.A.S.[PTT]	Elisabeth Cunin	CEO
	Pierre Arnaud Grenade	COO
G.U. CO., LTD.	Osamu Yunoki	CEO
FAST RETAILING USA, Inc.	Nobuo Domae	CEO
FAST RETAILING FRANCE S.A.S.	Nobuo Domae	Co-CEO
	Jun Yokohama	Co-CEO